

## **Grant Title: Secured Residential Care Center for Children and Youth (2019)**

**Dane County, WI proposal June 28, 2019**

### **Main summary**

The Juvenile Court Program is a department of Dane County that currently contains a custody intake unit, Juvenile Detention program, Juvenile Shelter Home and a Home Detention Program. All but the Shelter Home are housed on the second floor of the City County Building at 210 Martin Luther King Jr Blvd. The department began in 1970 with the development of a Juvenile Detention program, custody intake unit and Shelter Home. The Home Detention program was added in 1974.

John Bauman is the department head, titled Juvenile Court Administrator, and will serve as the project director for the Secure Residential Care Center for Children and Youth (hereafter referred to as a SRCC) project and Dane County Controller Chuck Hicklin will serve as the financial officer if awarded the grant. Edjron Pearson is the Juvenile Detention Superintendent and will oversee the SRCC operations. John has 34 years of experience working with youth in Dane County, 21 years in community-based non-profits and for Dane County for the past 13 years. Edjron has 20 years of experience working with youth, with seven years working in Missouri's correctional continuum, seven years as the Rock County Juvenile Detention Superintendent and the past six years in Dane County.

The funds will be used by the Dane County Juvenile Court Program to expand the current Juvenile Detention facility to co-locate with a SRCC that would contain 18-23 beds for males and a 5-6 beds for girls who have been placed under correctional orders. The funding would allow Dane County to reconstruct a portion of the floor that is currently occupied by other departments and convert the space into SRCC sleeping units, classrooms, programming space and other uses for the SRCC population. By remodeling within the existing building and opening a co-located SRCC in Dane County, construction costs and operational expenses will be considerably less than new site construction or a SRCC only facility. There are numerous benefits to a local SRCC. Dane County and area county youth will have a correctional treatment program much closer to their homes than is currently available, which will allow for more effective transitions and family involvement. Dane County also has a wealth of resources through UW-Madison and area organizations that currently work with our detention youth and will also serve SRCC youth.

### **Budget detail, cash match requirement and budget narrative**

A detailed budget is not available at this time. Preliminary estimates of total project costs are in the \$3.5M-\$4.5M range for architect work, building remodeling and outdoor recreation space. Venture Architects has been contracted to provide engineering/architect services for \$264,000 and they will be able to generate a more accurate budget of project

costs by 9/30/19. The total may exceed the above range, but it will not be known until closer to 9/30/19. Venture was previously contracted for a limited time for initial facility design and construction cost information in 2018. That agreement was for \$9,500.

In preparation for a possible construction start in 2019 and uncertainty with the reimbursement process, Dane County has already approved adequate capital expense funding in the department's 2019 budget for design services and to begin construction. The 5% match for project costs will be met through this expense line, which will carry over to subsequent years. The proposed fee-for-service charged to other counties has not yet been determined. The minimum funding that Dane County will need from the state to pursue the project is yet to be determined, but in order to safely budget, \$4.5M should be the funding level set for this project, with the grant funding \$4,275,000 and 5% match funding \$225,000. The total project costs covered by grant funding will need to be awarded in order for Dane County to move forward.

See attached vendor quote from Venture.

### **Geographical/facility information**

Dane County is proposing to add on to the existing Juvenile Detention facility located on the second floor of the City County Building at 210 Martin Luther King Jr Blvd. The total number of beds is yet to be solidified, but the current plans are as follows. Dane County is proposing to build 18 male beds across two sleeping units, along with additional beds as bunk beds in five double occupancy rooms for situations of short-term returns to the SRCC. A female unit of five-six female beds would be included with one-two of the rooms large enough for double occupancy. As of June 3, Dane County had 13 males at LHS, three females at CLS, five males under correctional supervision in the community and one male at MJTC.

The majority of the youth in the SRCC would be Dane County youth, but there would be capacity to serve youth from other counties in the region or other counties in the state. The preference will be for regional counties, as the treatment and transition work with youth and families will be more effective closer to their homes.

The five year historical Average Daily Population (ADP) of usage of LHS/CLS for Dane County was reviewed to determine the total capacity need, but input from the judiciary and stakeholders was also taken into account. Over the past five years, there has been a significant reluctance to order youth to LHS/CLS due to the distance from Dane County and concerns that led to the investigation of the facility. As a result, our usage projections include youth who would have been placed in an alternative SRCC setting during this time frame. A Dane County SRCC could serve 0-23 males and 0-6 females based on the plans above.

#### ADP analysis

- 11.3 total ADP historical usage of LHS/CLS for Dane Co youth.

- 9.7 male ADP historical usage by Dane County, plus 2-4 youth who would have been placed and 4-6 youth from other counties, in addition to the 5 beds for short-term holds = 18-23 male SRCC beds.
- 1.6 female historical usage by Dane County, plus 1-2 youth who would have been placed and 1-2 youth from other counties, in addition to 1-2 beds for short-term holds = 5-6 female beds

Dane County's plans for a SRCC include a facility that is attached to the current Juvenile Detention facility on the second floor of the City County Building at 210 Martin Luther King Jr. Blvd. Most of the second floor of the building was demolished and newly constructed for the current facility, with occupancy beginning in August 2007. Best practice guidelines were used when planning this facility, so it contains skylights and other natural light, long site lines and glass for supervision, many open spaces for programming, tall ceilings, large dining and visitation areas, intake and administrative spaces, a gym and numerous other features that enhance the supervision, safety and programming ability for youth. Many of the existing spaces would be utilized by youth in the SRCC, either separately or together with Juvenile Detention youth, as regulations allow. There have also been facility updates since opening, including updates of the digital security system cameras, secure control system, digital storage systems and numerous painted murals.

Juvenile Detention utilizes a direct supervision model of care for youth, so staff and youth interact directly in all facets of daily programming. This method helps prevent issues, de-escalates situations and is a much more effective and real-life method to supervise and care for youth than an indirect model that directs movement from behind glass with microphones and speakers. This would be the same method of care that will be utilized in a SRCC.

The existing Juvenile Detention is the majority space of a larger 28,000 sq. ft. facility that also contains a custody intake unit, administrative functions and a Home Detention Program. Many functions that are necessary to operate the current department programs will serve the additional SRCC program. These include payroll, HR, custody control, visitation monitoring, database management, clerical, custodial, cross trained staff and other functions.

The current detention facility is a 24 bed co-ed facility that holds 10-17 year olds while their court cases are pending. The ADP of detention in 2018 was slightly more than 13 youth, including an average of one youth per day from other counties. Dane County accepts youth from other counties in the state. The lowest 2018 monthly ADP was in January at seven and the highest was in November at 19. The daily low was in February with four youth to begin the day and the daily high was in October with 23 youth. The average length of stay for 2018 was 10 days, with six youth having stays longer than 60 days.

All youth are in general population and programming together throughout the day. Four staff are on duty for the first two shifts each day and two staff cover the overnight hours.

Safeguards are put in place if some level of separation is necessary. Detention has a full-time MMSD school program, level/incentive system, half-time medical staff, abundance of interns/volunteers and a robust curriculum of groups and activities throughout the week. Some examples of activities or topic areas include: yoga, employment skills, art, pet therapy, various UW-Madison Psychology, Physical Therapy and Science class groups, cooking instruction, restorative justice, chess club and many others.

### **Assessment of resources/programming**

#### **Programming that consists of structured treatment, leisure, recreational, exercise and educational activities and incorporates evidence-based practices and trauma informed care**

All youth will have thorough assessments of need and risk upon admission and treatment will be informed by this information. All clinical and other services will take into account trauma informed care principles. Youth will be enrolled in a full school day through the Madison Metropolitan School District and will have instruction separate from the Juvenile Detention residents, who also have a full school day. Youth will be given free time to be able to watch television, listen to music, build positive relationships, engage with family members, play board games, video games, chess, etc. Youth will also have at least 1 hour of recreation daily which will include multiple indoor and outdoor sports, cardiovascular exercises, strength and resistance, yoga, capoeira and meditation. Programming will be focused on the evidence based practices of targeting youth criminogenic needs. A heavy emphasis will be also based on trauma informed principles such as safety, choice, collaboration, trustworthiness and empowerment. Youth will have active roles in program choices and all youth will be subject to impartial judgement that is not based on criminal history, sexual orientation, race, gender, etc.

#### **Programs and services that are responsive to the genders, sexual orientations, disabilities, socio-economic statuses, cultural, racial and ethnic backgrounds, experiences, interests and primary languages of youth**

Youth will receive programs specific to their gender. Programs that teach acceptance and inclusion of LGBTQ youth will be established. Youth who have any disability in regards to physical limitations or educational disabilities will be accommodated in order for them to receive the same programming as other youth. Programming will be diverse and facilitators will represent members of all cultural, racial and ethnic backgrounds. Since the majority of the youth are people of color, the facility will seek out facilitators who are diverse. The current staff in Juvenile Detention is comprised of 50% staff of color and staffing/provider diversity will be a priority. Programs will be current and youth will have input. Any youth with language barriers will be accommodated in regards to translation of literature and language.

## **Proposed community partnerships for programming**

The facility will continue to utilize programming from diverse, local community organizations. These organizations will establish relationships with the youth so that they can be utilized once released back into the community.

Some of those organizations are listed below:

- Madison Public Library
- Briarpatch Youth Services
- Dogs-on-Call
- Community Connections Church Services
- University of Wisconsin Physical Therapy program
- University of Wisconsin School of Psychology
- University of Wisconsin Science Department
- University of Wisconsin Adolescent Alcohol and Drug Abuse Intervention Program
- Madison Metropolitan School District
- University of Wisconsin Black Law Student Association
- 100 Black Men
- Madison Boys and Girls Club
- GSAFE (Gay Safe Alliance for Safe Schools)
- Journey Mental Health
- Progress Center for Black Women
- Dane County Neighborhood Intervention Program

## **Partnership with the school district on provision of education**

The facility will maintain a working relationship with the Madison Metropolitan School District (MMSD) to create a continuum of education for the students while in the facility. The school will utilize the Infinite Campus software program, which will allow the teachers of the facility to view youth's current class schedules to provide continuous work in the necessary subject areas. This program allows for teachers to grant credits for work completed by the youth. For those youth who were in mainstream classrooms before their commitment to the facility, work will be received from their home school district. Once completed it will be returned to the district. The facility will have access to the Odyssey and Plato online educational programs for youth. The Office of Re-engagement at MMSD will be utilized for youth to be reunified within their school once they begin to transition and then are released from the program. They will conduct regular meetings with the youth and parents to ensure there is a smooth transition back into the community and will assist in re-enrollment once they return to the community. Youth and families will receive frequent updates on credits, progress, IEP's and further educational or vocational opportunities.

## **Vocational opportunities**

Youth will be provided vocational opportunities through the Madison Metropolitan School District in conjunction with the Madison Public Library, as well as from other organizations or SRCC program staff. This will include employment skills, brand messaging, song writing, arts and crafts, wood work, sewing and knitting, cooking, financial literacy, graphic design, screen printing, horticulture, musical instruments, video game construction, painting and other focus areas. Youth will earn high school credits for participation in these activities. Opportunities will be explored to partner with local technical schools and colleges to further link youth to opportunities.

## **Independent living and life skills programming**

Youth will receive independent living and life skills programming through Briarpatch, the Madison School District, the Madison Public Library, program staff and others. Youth will learn horticulture by utilizing the outdoor space to grow herbs, vegetables and flowers. They will participate in preparing meals through a cooking class and will use some of their own produce. Other programming will consist of resume building, interviewing, completing job applications, career exploration, balancing a budget, etc. Youth will have regular interaction with community business owners who may refer them for employment. Youth will practice completing daily chores and cleaning activities that include laundry, janitorial duties, food preparation, daily hygiene and grooming. Youth will participate in regular groups on topics dealing with anger management, patience, respect and acceptance, decision-making, conflict resolution, problem solving and relationships.

## **Leisure activities, recreation and exercise**

Youth will be given free time to be able to watch television, listen to music, build positive relationships, play board games, video games, chess, etc. Youth also have at least 1 hour of recreation daily which includes multiple indoor and outdoor activities, including cardiovascular exercises, strength and resistance, yoga, capoeira and meditation. Youth will have specific spaces within the facility that have video games, television, lounging spaces/couches, a quiet space and telephones to be utilized for these activities.

## **Engagement, case plan and treatment**

Youth will be assigned a Social Worker upon admission. Assessments will be conducted upon admission and then culturally responsive case/treatment plans will be developed with the youth, family, providers, staff and others. Regular family team meetings will occur to review progress and adjust plans. A wraparound philosophy will be utilized and an inclusion of as many natural supports/social supporters as possible. Family/youth voice and family engagement will be critical to the success of youth in the program and creative strategies will be utilized to increase engagement. Trauma treatment will be the primary focus for most youth. The Social Worker will provide a monthly report on the

youth's progress and will make recommendations to the staff team on youth levels, home visits, transition plans and release plans. A Psychiatrist will be available for medication management and other treatment needs.

### **Sex offender treatment**

Youth who are ordered for sex offender treatment will receive treatment through community providers in this area. Dane County has some excellent local providers who currently work with youth in the community. Contracts will be established to provide individual work with youth in the SRCC. All youth will receive education from the Dane County Rape Crisis center that will include consent, healthy relationships, sexually transmitted diseases, etc.

### **Specialized mental health services**

Youth who require specialized services will receive them from local mental health care providers within the facility or in the community. If youth are experiencing suicidal ideations or have had a recent suicide attempt, they will be referred to Journey Mental Health for assessment and evaluation. Journey Mental Health will visit youth onsite and make the necessary referrals for additional mental health services, including hospitalization or referral to MJTC.

### **Services for female offenders**

Females will receive programming specific to their gender and needs. Female staff will serve as personal advocates to female youth in the building. The Progress Center for Black Women will coordinate access to positive female members of the community that will be invited to have regular interaction with the youth. Female youth will have programming that consists of empowerment, independence, healthy relationships, sex education, womanhood, etc. Female youth will have access to female medical staff, counselors and mental health providers.

### **PREA compliance**

Youth will be given literature on the Prison Rape Elimination Act upon admission to the facility. Staff will review this information with the youth. Youth will be searched and admitted by same sex staff at all times. Transgendered youth will be able to give input on staff preferences, room placement and any alternative options the facility may have. Literature and posters will be placed in general areas where youth are present. Staff will have direct contact with youth at all times outside of sleeping hours to ensure youth's safety. Youth will have a designated, locked comment/concern box to report any accusations of assault, bullying or any other inappropriate behavior confidentially in writing. Youth will also have access to a range of staff for confidential reporting without retaliation. These people will include Detention Staff and Supervisors, Superintendent, Medical Staff, Teachers, Counselors and the Juvenile Court Administrator. These staff are mandated to report any knowledge of abuse to law enforcement and Dane County

CPS. This includes youth on youth, youth on staff and staff on youth. The number to the Rape Crisis Center will also be placed in the area close to the phones so that the youth are able to contact them confidentially.

### **Medical care**

Youth will be provided medical, dental and psychiatric care/medications while in the facility. The program will contract with health care providers to provide onsite medical care from nurses, doctors, dentists and psychiatrists. Detention currently contracts with UW Health for nursing and physician services and expansion of this contract will likely occur. Services will include daily sick call (nurse/doctor visits) upon request by the youth, medication evaluation, STI and pregnancy tests for females, vaccinations and special medical accommodations they deem necessary. Medical staff will make referrals for X-rays, blood work, dental services, vision services, emergency services and urgent care services when needed. Dentists will provide routine dental care and psychiatrists will prescribe and monitor medications, as needed.

### **Services for trafficked youth**

Screening questions will be used as a part of the intake process to determine any risk or history of trafficking. All youth will receive a medical examination by the Detention medical staff once it is determined they have been involved or are at risk. Project Respect and other providers will work youth in the program and all residents will receive ongoing information about the issue.

### **Transitional services to prevent recidivism**

Each youth will have an individualized transition plan that is developed from the beginning of placement. Youth will receive numerous home and community visits prior to being released from the facility and family counseling will occur upon return to the facility to process each home visit with parents and youth. In addition to home visits, youth will have the opportunity to attend school, work or other community activities while transitioning from the program. Youth will also process these experiences with staff upon return. The program will work very closely with the community providers for each youth, as well as their assigned county Social Worker when a youth transitions home. The county Social Worker will provide the primary case management after release.

### **Data and feedback**

Data about the youth's placement in the program will be stored in an electronic database managed by Dane County, as well as the new JSDR. Data will be tracked after release to evaluate recidivism, placement stability and other measures. Various feedback methods will be utilized. These include assessments of social emotional learning, skill building, etc. throughout the placement. Feedback on program operations will also be solicited continuously from parents, youth, staff and system partners.

## **Proposed safety and security practices**

The program will provide direct supervision to youth and staff are responsible for not only redirecting negative/hurtful behaviors, but also reinforcing positive/helpful behaviors. Staff will be in direct sight and sound of the youth in order to assess and diagnose any issues or conflicts between the youth. Staff's focus will be on prevention and not reaction. Youth will remain in general common/programming areas most of the time and will only be in their rooms for the following reasons:

- 1) The youth volunteers to remain in their room.
- 2) The youth is ill.
- 3) The youth is being disciplined or placed on a timeout.
- 4) The youth is sleeping.
- 5) The youth is in quiet hour for staff shift change.

Staff will visually check on youth every 20 minutes that they are in their rooms on a volunteer basis, bedtime or during shift change. If a youth is in their room due to illness, discipline or on a suicide precaution staff will visually check on them every 10 min. Staff will provide verbal redirection as much as possible, however if the youth proposes any danger or distraction to other youth in the program they will be asked to take a timeout in their room or another location. Youth will be relieved of their timeout once they can process the issue with staff and demonstrate an understanding of how their behavior affects others and are able to work with staff for a solution. Restorative justice principles will also be utilized throughout all disciplinary actions.

There are few times in which verbal redirection is not successful and physical intervention through physical escort or restraint is necessary. As a last resort, staff will need to physically intervene. Youth will receive medical attention after all physical interventions. The following are reasons for staff to physically intervene:

- 1) To protect the youth from harming themselves.
- 2) To protect the youth from harming others.
- 3) To separate youth who is in a physical confrontation.

Staff will be responsible for teaching and role modeling for youth during the daily operations. This includes re-directing negative and hurtful behaviors, reinforcing positive behaviors and utilizing restorative justice principles. A level system will provide positive incentives for youth to follow expectations. The department believes there should be a 4-1 ratio of rewards to consequences to help youth be successful with making positive changes. Examples of rewards are video game time, later bedtimes, special snacks and food selections, increase of levels, positive recommendations to the court, longer free time, excused from chores, increase in community time, etc. Examples of consequences are timeouts, minor room time, removal from activity or loss of level.

## **Space/resources**

The total additional space being proposed for the SRCC expansion would be 10,560 sq. ft. with an additional 2420 sq. ft. of outdoor recreation space on a flat roof that will be converted to usable outdoor space. This space will be used for a variety of outdoor activities, including growing plants for food and flowers, relaxation, games, outdoor dining, walking, etc. There is a view of Lake Monona from a portion of the outdoor space. Floor plans for the full SRCC have not been developed, as only the outside perimeter has been determined. Specific plans will be developed with Venture Architects over the course of the next three months. The concepts that have been discussed include the addition of two male sleeping units with in-room toilets for 18-23 youth total, one female sleeping unit with in-room toilets for 5-6 females, two classrooms, two-three programming rooms, staff offices, re-designed laundry, additional medical space, a quiet space and outdoor recreation.

The other spaces that will be utilized by SRCC residents will be shared spaces with Juvenile Detention residents either concurrently or at separate times. These include the following existing areas, along with known square footage:

- Receiving rooms-120 sq. ft. x two rooms
- Holding rooms-91 sq. ft. x two rooms
- Multi-purpose room 1-475 sq. ft.
- Multi-purpose room 2-552 sq. ft.
- Multi-purpose/commons-1,574 sq. ft.
- Indoor gym/recreation-1,305 sq. ft.
- Healthcare-405 sq. ft.
- Food service-1,104 sq. ft.
- Receiving/admissions-265 sq. ft.
- Visitation-627 sq. ft.
- Kitchen-552 sq. ft.

## **Project narrative**

Dane County's plans for a SRCCCY include remodeling a part of the second floor of the City County Building at 210 Martin Luther King Jr. Blvd that is adjacent and attached to the current Juvenile Detention facility. Current county offices will be relocated. Juvenile Detention and the SRCC will be co-located facilities. Most of the second floor of the building was demolished and newly constructed for the current facility, with occupancy beginning in August 2007. Best practice guidelines were used when planning this facility, so it contains skylights and other natural light, long site lines and glass for supervision, many open spaces for programming, large dining and visitation areas, intake and administrative spaces, a gym and numerous other features that enhance the supervision, safety and programming for youth. Many of the existing spaces would be utilized by youth in the SRCCCY, either separate or together with Juvenile Detention youth, as regulations allow. There have also been facility updates since opening,

including updates of the digital security system cameras, secure control system, digital storage systems and numerous murals.

Dane County has a robust continuum of alternative-to-detention and other programs for youth. Examples include pre-adjudication programs such as the Home Detention Program and Juvenile Shelter Home, both of which are in this department, community-based supervision programs, restorative justice programming, community-based wraparound care, intensive foster home placements, peer courts, multi-dimensional family therapy and an alternative to Juvenile Detention sanctions Weekend Report Center. Dane County has a long-standing value system throughout its stakeholder groups that Juvenile Detention and corrections are to be used as a last resort and only when community protection cannot be achieved in another environment. This value system and practice has resulted in low average daily populations in Detention, despite an increasing county population.

In order to gather input and support, Dane County has presented or met with a range of stakeholder groups. Numerous meetings, listening sessions, tours and discussions have occurred since mid-2018 with stakeholders including, but not limited to: Dane County Judges; Juvenile Detention youth; parents; DOC staff; Madison Metropolitan School District; County Board, committees and individual members; NAACP; 100 Black Men of Madison; Human Services staff; State of WI DOA staff; DCF staff; the local WISDOM chapter; other county staff; DA/Public Defender/Corporation Counsel attorney groups and other community leaders and groups. There will be more presentations and discussion as plans move forward, but thus far, there has been overwhelming support for our construction and programming vision.

### **Capabilities and competencies**

#### **Working with adolescents**

Existing staff in the Juvenile Detention are well trained, well compensated and the department has a long history of providing high quality care for youth. See other responses in this application for additional information about current operations and experience. Each staff employed in the facility is required to complete a 160 hour Juvenile Detention Officer certification academy within one year of employment. During the academy, staff are trained in child brain development, POSC (Principles of Subject Control), detention facility security, admitting and releasing juveniles, supervising juveniles, legal requirements for secure detention facilities, preparing reports, fire safety, facility health care, managing personal stress, adolescent brain development, principles of supervision, diversity, behavior management, crisis intervention, suicide prevention, professional communication skills and PREA (Prison Rape Elimination Act).

In addition, staff receive at least 24 hours of training yearly to maintain the Juvenile Detention Officer Certification which includes trauma informed care, mental health first aid, first aid/CPR, cultural competency and LGBTQ educational training. Staff directly supervise the youth during daily activities including school, recreation, programming,

meals and leisure time. Staff are also responsible for facilitating programming, discipline, daily reports, crisis intervention and role modeling. Interns and practicum students are and will be utilized in collaboration with the University of Wisconsin School of Social Work and Education Bachelor's and Master's Level programs. The University of Wisconsin Physical Therapy program will lead physical activities with the youth on a weekly basis.

### **Operating a program of similar size/scope**

Dane County has operated a Juvenile Detention Facility for over 50 years. Dane County currently operates a 24 bed short-term Juvenile Detention Facility that is licensed by the Department of Corrections (DOC 346) and was built new in 2007. The Detention Center currently houses youth who are awaiting placement options up to and including Lincoln Hills and Copper Lake Schools. While in Detention, youth attend school full time through the Madison Metropolitan School District. The program provides numerous enrichment and growth opportunities for Detention youth. Please reference the above section "Proposed community partnerships for programming" for an example of some of these existing services. The facility is equipped with a gym, large kitchen, classrooms, two dayroom/leisure areas, medical facilities and youth are placed in single occupancy rooms. Located a block from the State Capitol in downtown Madison, the facility is a great hub for transportation opportunities for parents via cars, bus, cabs and bike trails. The entire facility is equipped with digital cameras that record all activities except in sleeping rooms and bathrooms. This promotes accountability for all and excellent documentation for follow up, training and supervision.

### **Supervising and serving youth in a similar setting or manner, including conducting assessments, case planning and aftercare planning**

The facility has ample space and offices for counseling sessions, assessments and any other meetings between professionals and youth. The department currently has a case manager who works with youth in Detention, communicates with parents and generally coordinates care. There is the same position at the Juvenile Shelter Home. The SRCC will have two Social Workers who will be responsible for assessments, case/transition planning and care coordination. Both Social Workers will work closely with Dane County Human Services as well as the Juvenile Court system to help the youth transition back into the community.

### **De-escalation and the use of physical and mechanical restraints**

Staff of the facility are trained at POSC (Principles of Subject Control) and CPI (Crisis Prevention Intervention). Training is mandatory on a yearly basis. These trainings specialize in verbal de-escalation by taking into consideration the trauma history of the youth. Physical restraints are used as a last resort. A staff member of the same sex is always available during physical and mechanical restraints. Handcuffs are used for transporting or detaining an individual who is at risk of harming themselves or others as a last resort. Anytime a youth is involved in a physical or mechanical restraint they must

be examined by a medical staff directly afterwards. Parents of the youth are notified anytime one of these incidents occur. Restraints occur very rarely in the current Juvenile Detention program. OC spray is not utilized and will not be utilized in the SRCC.

### **Utilizing trauma informed care principles in daily care and program operations, with both youth and staff**

The facility has focused and will focus its trauma informed care into three areas: 1) facility environment, 2) interaction with youth, 3) facility procedures.

1) Facility environment: Many years of research and planning went into the current facility design in order to be as evidenced-based, trauma informed and safe as possible. This resulted in tall ceilings, long sight lines, few hidden corners, inherent safety features in sleeping rooms, extensive use of glass, sky lights/windows/natural light and many options for programming space. The physical layout promotes a relaxed atmosphere for youth and staff. In collaboration with the youth, the facility environment consists of youth art work, leisure materials and an extensive library. Flat screen televisions, bluetooth music speakers, video games, board games and gym equipment are at the youth's disposal. Walls are filled with colorful, diverse murals that the youth designed and painted.

2) Interaction with youth: Staff provide direct supervision of youth. Staff wear street clothes to work and youth refer to them on a first name basis. Staff participate in all meals, activities and programs with the youth. Staff provide youth with personal space and refrain from touching youth unless during medical or crisis situations.

3) Facility procedures: During admission, youth are admitted by same sex staff. Transgendered youth are asked for a preference of staff during admissions. All youth are given information on PREA (Prison Rape Elimination Act) and how/who to confidentially report any incidents or concerns in this area. Youth are given a self-reporting mental health assessment upon admission and are referred to Journey Mental Health if there are any concerns based on their mental health status. They also have regular access to medical staff for any concerns they may have. Youth are placed in single occupancy rooms and spend most of their time outside of their rooms during the day in general occupancy with staff and other youth. Youth have access to locked, private showers and individual bathrooms.

### **Maintaining records and reporting data**

The facility keeps a personal and a separate medical file on each youth. The personal file contains all intake, court and family information as well as incident reports, court reports and any other pertinent information on the youth. Files are updated daily. These files are locked in the staff desk. The medical file is kept locked in the medical office. Only

medical staff have access to these files. Files contain all pertinent medical information on the youth.

Staff place all incidents regarding the youth on a facility incident report. A daily shift log is completed by staff that entails all behavior by the youth per shift. This information is placed in a court report and presented at all hearings. The medical staff communicate pertinent medical issues in the medical log that is reviewed by staff concerning any doctor's orders, over-the-counter medications, etc. When staff issue prescribed medications they document on the youth's individual medications sheet.

Staff complete a yearly physical incident report that documents all incidents within a given year. The Juvenile Court Program completes an annual Juvenile Court report that lists yearly numbers of intakes, holds, average daily populations, length of stay and many other data elements. These numbers are broken down by gender, race and offenses by the aggregate population of youth in the department's programs.

A department database stores information about the youth's history and other relevant data and the JS DR is updated with information about the youth's detention placement. The digital camera system stores video for approximately 100 days and any noteworthy incidents are copied and saved onto the county computer network.

### **Implementation**

In anticipation of the need for planning time, Dane County has contracted with Venture Architects to provide Architect/engineering services for a possible SRCC to be co-located with Juvenile Detention. A work plan and timelines will be available at a later date, but prior to September 30, 2019. A preliminary timeline from the Dane County Public Works department is below:

- July 1, 2019 (week of) – project kick-off meeting
- July 26, 2019 – complete programming & schematic design phase
- September 26, 2019 – complete design development phase
- November 22, 2019 – complete construction documents phase
- February, 2020 – construction bids due
- March, 2020 – bid approved / construction starts
- April-May, 2021 – construction complete / occupancy
- June 30, 2021 – State mandated occupancy deadline

County Board and County Executive approval will be necessary to accept a grant and as a part of the procurement and construction process.

### **Hiring and training of staff (through the first year of operations)**

The estimate as of this grant application submission is that the facility will be hiring 20 additional staff. The information below may change slightly as further planning occurs. The following is the staff that would be hired.

- Four (4) Shift Supervisors
- Fourteen (14) Juvenile Court Workers (facility direct care staff)
- Two (2) Social Workers

All of the positions listed above will need to be hired before accepting youth into the new facility.

If awarded a grant and if accepted, hiring of the four Shift Supervisors will occur in early 2021. The goal is for those four positions to help with writing the facility operational plan as well as assist in hiring the Juvenile Court Worker and Social Worker positions. The Shift Supervisors will be required to attend the Dane County management training and Detention Officer academy within the 1<sup>st</sup> year of employment.

Once the Shift Supervisors are selected, a recruitment will occur to hire 14 Juvenile Court Workers and two Social Workers. Once these positions are hired they will immediately begin mandatory training. Training will follow the plan below:

Juvenile Court Workers and Shift Supervisors: Will attend the 160 Hour Juvenile Detention Officer academy as well as 24 hours of care and custody of youth, trauma-informed care, suicide and self-harm, mental health and crisis intervention, administration of medications, health screening of youth at the time of admission, use of restraints and control devices, fire safety, evacuation procedures and use of self-contained breathing apparatus, positive behavior management, de-escalation techniques, conflict management and all other areas under DOC 347.18. Annual training will include the areas listed under DOC 347.18, as well as Juvenile Detention requirements under DOC 346.

Social Workers: Will be trained in the areas listed under DOC 347.18 and will maintain their Social Work certification.

### **Developing the written operational plan, including all of the required policies and procedures**

The Superintendent, Detention Supervisors and Juvenile Court Administrator will develop the operational plan based on the criteria of DOC 347. Since DOC 347 is an update of DOC 346, the facility will use its current operational plan based on DOC 346 as a base to start with the new operational plan. The current operational plan will be revised to meet the standards of DOC 347. Once completed it will be sent to the DOC Office of Detention Facilities staff for approval. Once approved and staff are hired, they will be mandated to review, familiarize and be trained on the new operational plan.

### **Establishing contracts, MOUs or other agreements**

The following are the agencies that will be utilized as part of contracts/MOUs for services:

- 1) Other counties: Will be billed for placing any youth in the Dane County SRCC Program.
- 2) WI Department of Justice: Will be utilized to provide training of staff.
- 3) Consolidated Foods: Will be contracted to deliver food and all kitchen items including cleaning of stove vents, etc. They will also provide the Dietician who will complete the annual menu review and be available for consultation.
- 4) Dane County Health Department: Will be responsible for inspection of the kitchen.
- 5) UW Hospital and Clinics: Will be contracted to provide medical services for youth including health screens, treatment, reviewing and prescribing medications, coordination of medical care, etc.
- 6) Other medical care: TBD
- 7) Local Dentists or Wellpath: Will provide dental care for youth.
- 8) Journey Mental Health: Will provide mental health services for the youth including suicide and self-harm watch status of youth.
- 9) Various agencies: Will provide a range of assessments and clinical/therapeutic services through existing contracts, expanded contracts or new contracts.

These contracts, MOU's or agreements, as well as others, will be implemented between the acceptance of the grant and the date of beginning to accept youth for placement or as needed.

### **Staffing plan**

The current plan for staffing, which could change as the model is developed, is that 14 permanent FTE staff will be hired for the program. LTE's (Limited Term Employees) will be used as partial coverage when staff are off of work. LTE's may also be utilized when extra staff are needed due to rise in population or issues within the population that require extra staff. LTE's can work up to 1200 hours per year and will be appropriately trained. The facility currently utilizes 10 LTE's, however there is an ongoing recruitment to increase this number. The facility will not only follow the 1 staff to 8 youth ratio, but exceed that by following a 1 to 4 ratio during awake hours. The facility will follow a 1-8 ratio during sleeping hours.

The following is the planned staffing pattern for the facility:

1<sup>st</sup> Shift (7am-3pm): Three (3) male staff and one (1) female staff will be on duty for direct care. The 1<sup>st</sup> Shift Supervisor will be on duty to provide supervision for those staff on duty. Short-term Detention will also have this staffing pattern and those staff can be used in emergency situations.

2<sup>nd</sup> Shift (3pm-11pm): Three (3) male staff and one (1) female staff will be on duty for direct care. The 2<sup>nd</sup> Shift Supervisor will be on duty to provide supervision for those staff on duty. Short-term Detention will also have this staffing pattern and those staff can be used in emergency situations.

Night Shift (11pm-7am): Due to sleeping hours there will be one (1) male and one (1) female on duty to provide direct care. The night Shift Supervisor will be on duty to provide supervision for those staff on duty. Short-term Detention will also have this staffing pattern and those staff can be used in emergency situations.

Juvenile Court Workers and Shift Supervisors: Will attend the 160 Hour Juvenile Detention Officer academy as well as 24 hours of care and custody of youth, trauma-informed care, suicide and self-harm, mental health and crisis intervention, administration of medications, health screening of youth at the time of admission, use of restraints and control devices, fire safety, evacuation procedures and use of self-contained breathing apparatus, positive behavior management, de-escalation techniques, conflict management and all other areas under DOC 347.18. Annual training will include the areas listed under DOC 347.18, as well as Juvenile Detention requirements under DOC 346.

Social Workers: Will be trained in the areas listed under DOC 347.18 and will maintain their Social Work certification.

### **Program sustainability**

The budget for operational expenses for a Dane County SRCC program has not been established. More detail will be available before September 30, 2019. The preliminary plan is to use the Youth Aids funding that is currently used to reimburse the State for correctional placements of Dane County youth for the majority of the expense budget. This will be combined with the \$750,000 Youth Aids bonus payment and fee-for-service daily rate charged to other counties. This daily rate has not yet been established. There will also be many volunteer and in-kind contributions to the SRCC, as currently occurs with the Juvenile Detention Program. There are no plans to repurpose the facility for future use.

### **Letters of support**

See attached letters of support